



**BRIDGES™**

BUSINESS CONSULTANCY INT.

**9 out of 10 strategies  
fail to be implemented successfully**

**Bridges Business Consultancy Intl , Nine Years Research**

Businesses create strategies to win market share, improve operations and service, outplay the competition, launch new products and increase share holder value — to name just a few. But no matter how good a strategy may be, if it isn't implemented successfully, then it is not worth the paper it is written on. Let's look at reality. The corporate graveyard of strategy implementation is littered with organizations that have failed to make their strategies come alive. Despite the best intention of the leaders, research conducted by Bridges Business Consultancy shows:

**"9 out of 10 strategies fail to be implemented successfully."  
Bridges Nine-Years Research**



Leadership teams often underestimate the implementation challenge and what is involved. They believe that once they have created a new strategy, the hardest part is over. Not true. The hardest part – implementation – is just beginning.

Bridges's research also shows that the 10% of organizations that successfully implement their strategies doubled the effort they had spent crafting them. In some cases, leaders are cognizant that implementation requires extra effort.

**"9 out of 10 strategies fail to be implemented successfully"**

In reality, however, very few are able to free up valuable time and resources to do justice to the implementation process. In other cases, leaders become so caught up in managing the day-to-day business that they lose sight of their goal to implement a new strategy.

Today, there's a growing realization that designing a good strategy alone does not guarantee success. A shift is happening from the need to not only *create* a strategy but also to focus on *implementing* it well. This is where we come in.

Welcome to the world of Bridges Business Consultancy, a global business consulting firm that is widely recognized as pioneers in the field of strategy implementation.

Simply put, we work with client organizations to make their strategies come alive. Our proprietary tool – the Implementation Compass™ – guides clients through the labyrinth of implementation challenges by using the eight critical areas of successful implementation: People, Biz Case, Communicate, Measure, Culture, Process, Reinforce and Review.

Our pioneering work in strategy implementation has been extensively featured in international print and electronic media including the *Financial Times*, the BBC, CNBC and several strategy journals.

# Introducing you to Bridges Business Consultancy Int



## Who We Are

We are a global business consultancy considered by many as pioneers in the field of strategy implementation. We work with governments, multinational corporations and local organizations across five continents, helping them make their strategies come alive. At the turn of the millennium, Bridges was born from the frustration of watching so many implementations fail. This fueled the desire to be a catalyst in helping leaders successfully implement the new strategies they create.

**At heart, we are a team of people who truly believe in – and passionately focus on – strategy execution.**

## Three things to know about us

- 1. We only work with a handful of clients each year so we can ensure their successful implementations.** For us, the greatest satisfaction derives from seeing your strategy succeed. Hence, we take on only a select few clients, giving us time to fully support and work with your organization through the many challenges that lie ahead.
- 2. We should warn you, we are crazy about implementation.** Many of our peers and even our clients ask, "Are we crazy? Why focus on implementation? It's the toughest, most time-consuming part!" Yes, it is. And we probably are completely crazy because we love the business we are in. We actually have fun implementing! We relish rolling up our sleeves and working hand in hand with you to drive the right actions. After all, it is in the implementation that you see the results.

- 3. We ensure your implementation is your own.** The execution of your strategy is all about you and your culture. Every implementation is unique and you have to own the journey. We partner with you to transfer our knowledge of implementation into your organization so that you become self sufficient. We set you up with the right skills, knowledge and attitude to be that one-in-ten success story.

## When to engage us

Organizations typically engage us once they have articulated where they are vis-à-vis where they want to be. Our work starts as you put the finishing touches to your strategy. Much like a skilled craftsman who starts to work once the architect has drawn the blueprints, our team of implementation specialists help shape your strategic vision.

**Call us** when you are finalizing your strategy and thinking about how to execute it.

## Why engage us

Since the turn of the millennium, the Bridges team has conducted research, developed frameworks and crossed new bridges as pioneers of implementation thinking, so we can assist companies in strategy execution. Our team of consultants draws on decades of real-world experience in starting, managing and growing successful companies. Today, we combine that solid experience with a passion for winning executions, enabling us to achieve maximum business impact for our clients. Most of our work comes from repeat clients – a testament to our consistent delivery of quality, pragmatic outcomes.



## Business Consultancy

*We are in the business of strategy implementation. Period.*

After crafting your strategy, your next challenge is to make it come alive for everyone in the organization. We will assist you to cross this bridge by providing you with the discipline, framework, proprietary tools and techniques that are critical to your success.

### Bridges proprietary tools and techniques:

1. **Implementation Compass™**
2. **Strategy Implementation Readiness Assessment - SIRA**
3. **Strategy Implementation Review – SIR**
4. **Books**
5. **Blog**

#### 1. Implementation Compass™

This Bridges proprietary tool was developed with continued extensive research since 2000. It encapsulates best practices from successful implementations and provides organizations with a framework for implementing strategy that is so often missing.

The Implementation Compass™ helps identify the action you need to take today to deliver tomorrow's performance. It allows organizations to assess their implementation readiness, identify the key areas to tackle and most importantly, take the right actions on a day-to-day basis that will deliver long-term performance.

#### 2. Strategy Implementation Readiness Assessment – SIRA

To identify the organization's readiness for implementing a new strategy, Bridges conducts a Strategy Implementation Readiness Assessment (SIRA). This assessment tool, based on the Implementation Compass™, helps identify your organizational strengths, weaknesses and actions as a preparation for implementing your strategy.

#### 3. Impact

A structured, interactive tool for implementing actions in 90 days. Most of us start out with the right intentions but somewhere between thought and action, we lose focus, we lose direction and we lose our commitment. IMPACT is designed to be practical, easy to use and to make sure actions are implemented in 90 days. It includes guides for Team Leaders, Team Members and Mentors. A comprehensive toolkit equipped with ready to execute ideas, communication media and templates and guide the project team from identifying actions to successful implementation.

#### 4. Strategy Implementation Review – SIR

This proprietary Bridges tool is designed to support the least - practiced component of implementation – Review.

Leaders craft strategy and identify actions; however, more often than not, they do not make concerted efforts to follow through. Simply put, they put in little focus in making sure that their strategy is implemented.

SIR provides the structure to capture these changes, to ensure that strategy implementation is on track and that the right actions are being taken. It ensures that time is taken to step back and examine the current position relative to the articulated objectives.

#### 5. Books

Bridges has published three books, to date:

##### 5.1 Beyond Strategy

The Leader's Role In Successful Implementation

Leaders know that a titanic mistake has been to focus more on crafting strategy than implementing it. It is not a hard sell and the arguments in the past decade combined with their staggering failure to deliver on their strategy promises, has led leaders to ask, what they must do differently to oversee the implementation. The book is a breakthrough in understanding leader's responsibilities in strategy implementation.

##### 5.2 Bricks to Bridges - Make Your Strategy Come Alive

The international best-selling book on strategy implementation has currently sold over 10,000 copies worldwide. The book explains why strategy implementation is so important and breaks down the different components a leader must understand to deliver on the strategy promise.

##### 5.3 Turning It On

Surefire business story to ignite, excite and engage your audience

This book is packed with incredible stories and truly engaging tales, it will definitely help you add substance and sparkle to all your communications.

#### 6. Blogs

The Bridges blog, one of the first in the world in our field keeps you updated with our latest thinking and developments.

Check out our [Blog](#)

## Business facilitation

In addition to offering business consultancy, we also support clients by facilitating their offsites, delivering keynote speeches and running our global signature seminar.

We work with a diverse set of clients across the globe, helping them ensure that their off-site meetings and conferences achieve their goals in an engaging, stimulating and entertaining manner. We do this by articulating the desired objectives and outcomes, then designing sessions that will have a memorable impact on all participants.

Specifically, we use a range of methods and tools in building a meaningful experience. We combine theory with practice, lectures with experiential learning and individual reflection time with group discussions. To make points and keep them relevant, we also use business simulations and video case studies from Harvard and Hollywood.

## Keynote addresses

Our keynotes on strategy implementation engage the audience and are both serious and humorous. They include examples, case studies and stories to deliver a succinct and lasting message.

## Seminars

### 1. Execution Leadership - Leader's Role in Implementing Strategy

A half-day executive seminar for leaders who craft corporate strategy.

Leaders get it. They know that a titanic mistake has been to focus more on crafting strategy than implementing it. It is not a hard sell and the arguments in the past decade combined with their staggering failure to deliver on their strategy promises have led to strategy implementation becoming an integral part of discussions today. Too many leaders on too many occasions have been involved in too many failures and the executive seminar addresses the question leaders are now asking, "What do we need to do differently?"

### 2. Make Your Strategy Come Alive – What To Do After You Craft Your Strategy

Our one-day signature seminar is for people who are charged with making the strategy happen and has come alive for over 10,000 people, over five years, in 35 cities around the world.

This exciting, engaging and highly motivating one-day seminar, based on the international bestselling book Bricks to Bridges, addresses the challenge of implementing strategy. It starts where most seminars stop and explains what to do after you have crafted your strategy. It is packed with what works and what to avoid plus a framework to guide you where to take the right actions.

### 3. Mastering Implementation - Building Your Implementation Plan

A three-day workshop for people responsible for creating and executing the implementation plan.

Every organization is different and every strategy implementation is unique. The challenge that follows crafting a strategy is to work out how to execute it. After all, it is not strategy that delivers revenue but its implementation. The staggering failure rate of strategy implementation has generated new thinking and approaches that are presented throughout this workshop.

This stimulating, intricate and hands-on workshop is structured for participants to build a strategy implementation plan while applying the latest thinking, adopting new approaches and avoiding the most common mistakes. Effective implementation translates the strategy into daily actions and behaviors and ensures staff members are performing them. It is what we do every day that decides if the strategy succeeds or fails.

We have had the pleasure of working with an amazing group of clients that span industry sectors and continents. The majority of our assignments are repeat business and client referrals. We like to think that the creativity in our approach, the passion we display and the value we deliver encourage our clients to continually engage and recommend us.



## Twelve Implementation Tips for Success

1. Don't underestimate the implementation challenge as it is tougher than you anticipate.
2. Recognize that every implementation is unique and it has to fit your organization's culture.
  3. Break the mold of previous failures – identify and take the right actions.
  4. Review on-going projects for alignment against the new strategy objectives.
    5. Recognize that it will mean more work.
    6. Treat staff members as your "Strategy Customers".
    7. Focus on Mavericks – support the people who support you.
      8. Communicate well
9. Brand your strategy by giving it an image so as to win over the hearts and minds of your Strategy Customers.
  10. Resolve small implementation problems before they become big problems.
    11. Conduct reviews of your implementation every two weeks!
    12. Made the promise, now deliver – stay focused.



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